# MODULE 2

# Structuring

# CHRM Life Cycle



Planning

Structuring

You are here

Acquiring

Developing

Sustaining
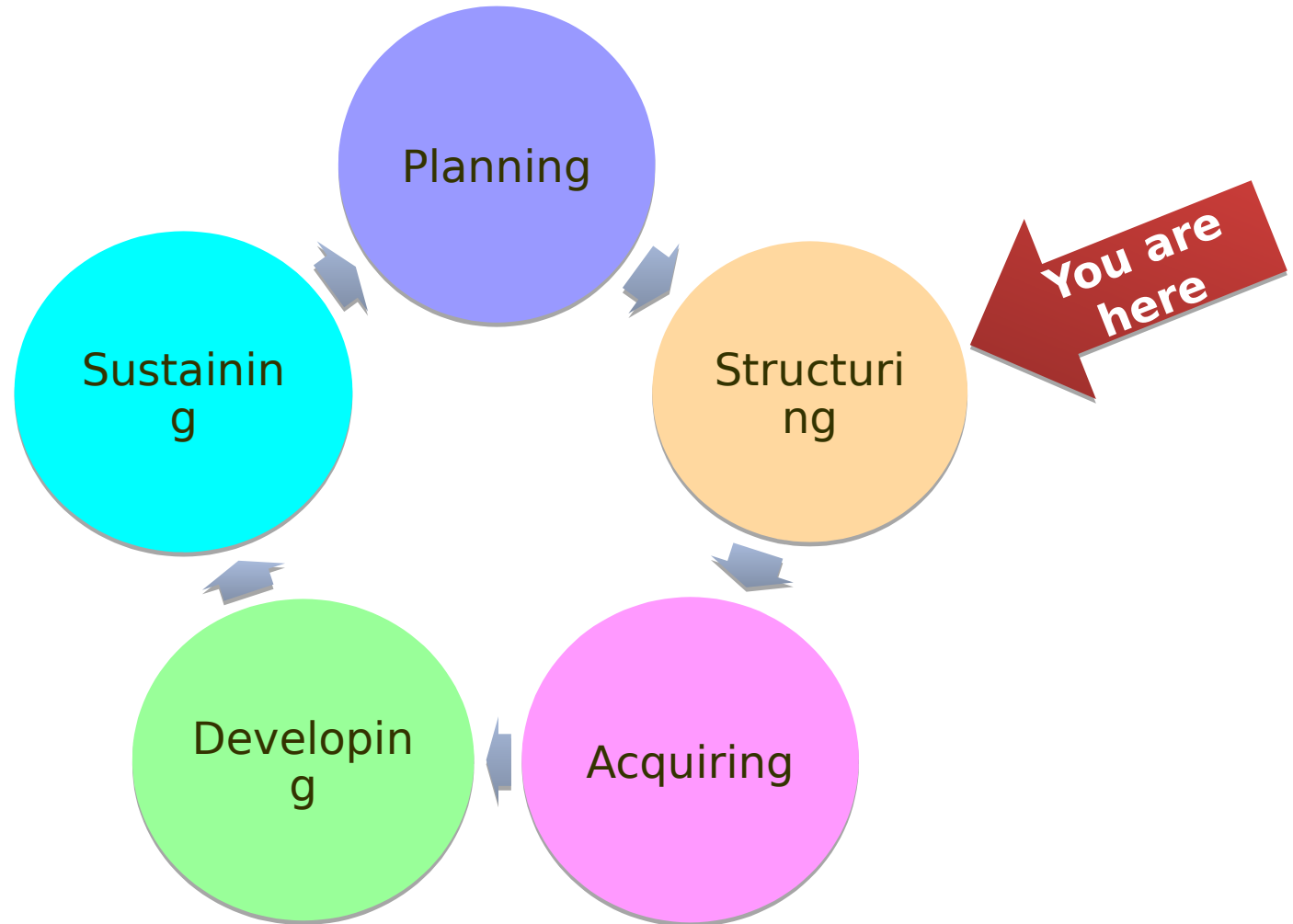
# Objectives

After completion of this lesson, you will be able to:

- ❑ Identify your classification responsibilities
- ❑ Define the major pay systems
- ❑ Describe the key classification concepts
- ❑ List 3 formats for position descriptions
- ❑ Compare duties to classification criteria
- ❑ Describe NSPS classification architecture
- ❑ Make a basic Fair Labor Standards Act (FLSA) determination

# Your Classification Responsibilities

**Job Analysis**

- Analyze job duties
- Compare duties to classification standards

**Classification Decisions**

- Pay plan, title, series, grade
- FLSA designation

**New Standards**

- Impact on title, series, grade
- PD accuracy, format

# Your Job & Organizational Design Responsibilities

**Use the lowest grades feasible to accomplish the mission**

**Provide for career progression whenever possible**

**Eliminate excessive layers of supervision**

**Avoid miss-assignments**

# Responsibilities

## What does the CPAC do?
- ❑ Provides HR advice
- ❑ Verifies PD format/classification accuracy
- ❑ Raises issues if necessary
- ❑ Provides a classification advisory opinion if significant disagreements arise
- ❑ Makes FLSA determination for non-NSPS positions
- ❑ Finalizes the action for processing

## Delegation of Classification Authority (DCA)

- ❑ Authority cascades down from ACOMs to Commanders/Directors
- ❑ Can be further delegated to lowest level
- ❑ Requires certified training
- ❑ Delegation is issued in writing
- ❑ Some of you may be delegated this authority
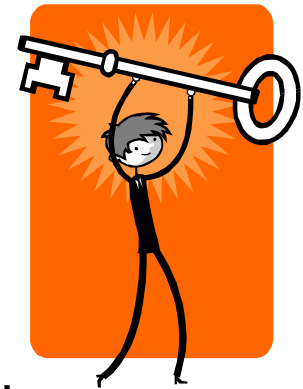
*Completion of this course will meet the DCA training requirement for legacy and NSPS classification systems*
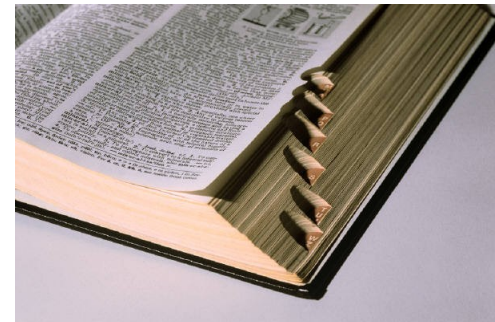
For more info on DCA, go to http://www.chra.army.mil/TMD/cpoc_dl.htm

Webster defines classification as:

"A systematic arrangement in groups or categories according to established criteria"

# IMPORTANT REFERENCES

Position Classification Standards

Classifiers Handbook

Introduction to Position Classification Standards

CPOL, PERMISS

# Classification

## ACTIVITY

Exploring references on the internet
- ➢ Position Classification Standards
- ➢ Classifiers Handbook
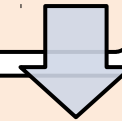- ➢ Introduction to Position Classification
- ➢ CPOL, PERMISS

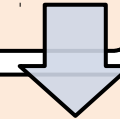www.opm.gov

www.cpol.army.mil

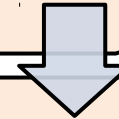# Classification Stages

Determination of Need

Position Description (PD)

Request for Personnel Action

Classification Confirmation/Position Build
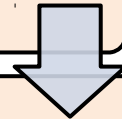
Staffing

# Pay Systems

## 3 Major Pay Systems

❑ General Schedule (GS)
- ✓ 15 grades
- ✓ World wide base salary, locality differe

❑ Federal Wage System (FWS)
- ✓ 3 categories – WG (nonsupervisory), WL (leader), WS (supervisory)
- ✓ Locality rates are developed by OSD, Wage and Salary Division

❑ National Security Personnel System
- ✓ Broad bands that group GS grades
- ✓ Pay for performance

# Pay Systems

Personnel Demonstration Projects:

- ❑ DoD Civilian Acquisition Workforce (AcqDemo) – Feb 1999
- ❑ Army Scientific & Technical Laboratory Demos
  - ✓ Aviation & Missile RDE - Sept 1997
  - ✓ Army Research Lab - Mar 1998
  - ✓ Medical Research & Materiel Cmd - Jun 1998
  - ✓ Engineer R&D Center - Sept 1998
  - ✓ Comm/Electronics Cmd - May 2002

# Classification

## Two Types of Work

- ❑ White collar (General Schedule)
- ❑ Blue collar (Federal Wage System)

## General Schedule – 5 types

- ❑ **P**rofessional
- ❑ **A**dministrative
- ❑ **T**echnical          PATCO
- ❑ **C**lerical
- ❑ **O**ther

# Job Evaluation

## KEY CONCEPTS

Titling

Major Duty

Regular and Recurring

Grade-Controlling

Position vs. Person

## Titling

- ❑ GS and FWS titles are normally specified by OPM

- ❑ When no titles are specified, agencies may develop

- ❑ Titling guidance found in OPM's Introduction to Position Classification

- ❑ NSPS titles are specified in NSPS classification guidance

## Major Duty

- ❑ Represents basic reason for position
  - ✓ In GS at least 25% of employee's time <u>OR</u>
  - ✓ Requires significant knowledge, skill or ability that would affect recruitment

## Regular And Recurring

- ❑ Not emergency
- ❑ Not acting in the absence of
- ❑ Typically scheduled (e.g., daily, weekly, monthly)
- ❑ This concept is grade controlling for FWS positions, but use caution if % of time is low

## Grade-controlling

- ❏ Work which supports the grade or pay level of the position
- ❏ For GS, must be at least 25 % of employee's time
- ❏ For FWS must be *regular and recurring*
- ❏ For NSPS must be *regular and frequent*
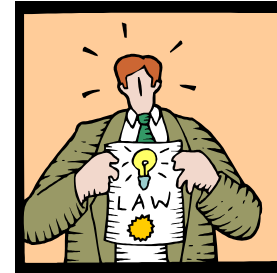
## Position Vs. Person

- ❏ In staffing, **employee qualifications** are considered
- ❏ In classification, **position requirements** are considered
- ❏ **Classify the duties of a position**, not the skills/knowledge of the employee

# Standards and Guides

Classification Standards

- ❑ Published by OPM
- ❑ Based on Title 5
- ❑ Provide for criteria to determine pay system, title, series, and grade

3 Types

- ❑ Narrative Occupational (some GS, FWS, NSPS)
- ❑ Factor Evaluation System (FES) – GS only
- ❑ Others (usually a point system of some kind)
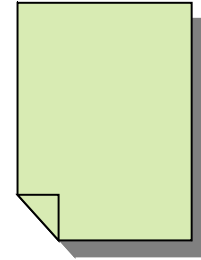
***PDs are written in the format of the grade controlling standard***

Writing Position Descriptions

- ❑ Don't reinvent the wheel

- ❑ Look at current PDs within your organization

- ❑ Use FASCLASS to find a PD for a similar organization that describes the duties you need performed

- ❑ Don't copy or cite a PD just because it has the grade you desire

DUTIES DRIVE THE GRADE

# Position Descriptions

## FASCLASS

❑ FASCLASS is the repository for all PDs within the Army

❑ By placing the PD in FASCLASS and authorizing an RPA, the manager certifies
  - ✓ The accuracy of the information describing the position and its requirements

❑ For NSPS positions, indicate the GS-grade equivalent and include on the PD when placing in FASCLASS

## Formats

Follow the format of the grade controlling standard

❑ Narrative GS

✓ Supervisory Controls

✓ Major Duties, followed by:

Performs Other Duties as Assigned

❑ Factor Evaluation System (FES)

✓ Major Duties or Duties, followed by:

Performs Other Duties as Assigned

✓ 9 Factors, including the levels and associated points

# Formats (continued)

❑ Federal Wage System (FWS)
- ✓ Major Duties
- ✓ Skills and Knowledge
- ✓ Responsibility
- ✓ Physical Effort
- ✓ Working Conditions

## Narrative Classification Criteria

**Generally 2 Factors**

- Nature of Assignment
- Level of Responsibility

**Some have additional factors**

- ….personal contacts, mental demands
- ….nature and range of assigned cases
- …control over the work

# Grading Criteria

## FES Classification Criteria

- ❑ All factors are the same regardless of occupation
- ❑ Each factor contains 2 or more levels
- ❑ Each level is assigned points
- ❑ Grade determined by a conversion scale

## 9 Factors

1. Knowledge Required by the position
2. Supervisory Controls
3. Guidelines
4. Complexity
5. Scope and Effect
6. Personal contacts; Purpose of contacts
7. Physical Demands; Work Environment

# Grading Criteria

FWS Classification Criteria

- ❑ Non-supervisory (no points)
- ❑ Leader (no points)
- ❑ Supervisor (factors, levels, and points)

Non-supervisory - 4 Factors

- ❑ Skills and Knowledge
- ❑ Responsibility
- ❑ Physical Effort
- ❑ Working Conditions

Leader – Basically, 1 grade higher than work led

Supervisor – 3 Factors

- ❑ Nature of Supervisory Responsibility
- ❑ Level of Work Supervised
- ❑ Scope of Work Operations Supervised

# Grading Criteria

❑ Application of standards requires critical thinking and judgment

❑ Your job is to compare the duties of the position to the criteria described in the OPM standard

❑ Positions are compared to established criteria, not other positions

Exercise 1

1. Read the duties in the PD
2. Read the factors levels described in the PD
3. Compare to the factor levels in the classification standard and determine which factor level is most appropriate
4. Be prepared to explain your decision

Overview

❑ Title 5, Chapter 51 was waived

❑ Career Groups, Pay Schedules, and Pay Bands replace current GS architecture

❑ NSPS simplifies classification

❑ NSPS has its own classification standards

❑ FLSA provisions NOT waived

❑ Classification appeal rights preserved

# GS vs. NSPS Classification

| GS | NSPS |
|---|---|
| Occupational Family | **Career Group** |
| Pay Plan | **Pay Schedule** |
| Title | Title |
| Grade | **Pay Band** |
| Occupational Series (#) | Occupational Series (#) |
| Over 400 OPM GS Classification Standards | **15 NSPS Classification Standards** |

# Classification Architecture

| STANDARD | ENGINEERING & SCIENTIFIC |
|---|---|
| • **Professional/Analytical (YA)**<br><br>• **Tech/Support (YB)**<br><br>• **Supervisor/Manager (YC)**<br><br>• **Student Employment (YP)***<br><br>**71% of DoD workforce** | • **Professional (YD)**<br><br>• **Tech/Support (YE)**<br><br>• **Supervisor/Manager (YF)**<br><br><br>**19% of DoD workforce** |
| MEDICAL | INVESTIGATIVE & PROTECTIVE SERVICES |
| • **Physician/Dentist (YG)**<br><br>• **Professional (YH)**<br><br>• **Tech/Support (YI)**<br><br>• **Supervisor/Manager (YJ)**<br><br>**4% of DoD workforce** | • **Investigative (YK)**<br><br>• **Fire Protection (YL)**<br><br>• **Police/Guard (YM)**<br><br>• **Supervisor/Manager (YN)** |

# Pay Bands

| Pay Band | Prof/Analytical | Tech/Support | Supervisory |
|---|---|---|---|
| **1** | Entry & Developmental | Entry & Developmental or Journey | Supervises PB 1 |
| **2** | Journey | Journey | Supervises PB 2 |
| **3** | Expert/ Program Mgr | Journey/Expert | Manager |
| **4** | | Unusual (super) Expert | |

# NSPS Classification

Exercise 2:   Refer to Chart 32. Find the correct career group (CG) and pay schedule(PS)  for the following occupations

| OCCUPATION | CG/PS | OCCUPATION | CG/PS |
|------------|-------|------------|-------|
| BIOLOGIST | | BUDGET TECH | |
| SUPV CHEMIST | | SECRETARY | |
| ENGINEERING TECH | | GUARD | |
| AUDITOR | | NURSE | |
| SUPV  HR SPECIALIST | | CRIMINAL INVESTIGATOR | |

# NSPS Classification Review - 3 Steps

**1**

What type of position do I need?

SUPERVISOR SELECTS TYPE OF OCCUPATION

Select appropriate Career Group and Pay Schedule

NSPS DEFINES CAREER GROUP & PAY SCHEDULE BASED ON OCCUPATION

**2**

Do I need entry level, full perf, or expert? Do I have funding? What is impact on my organization?

SUPERVISOR SELECTS PAY BAND LEVEL

**3**

# What Is Fair Labor Standards Act?

❑ Provides minimum standards for both wages and overtime entitlement, and spells out administrative procedures by which work time must be compensated

❑ Two categories:

   ✓ **<u>Exempt</u>**:  NOT covered by FLSA overtime and minimum wage provisions
   ✓ **<u>Non</u>**exempt:  COVERED by FLSA overtime and minimum wage provisions

# FLSA Provisions

❑ Exempt means premium pay (e.g. OT) is covered under the rules of 5 CFR Part 550

   ✓ Special rules exist for NSPS exempt employees

❑ Nonexempt means premium pay is covered under the rules of 5 CFR Part 551

**Employees are presumed to be <u>nonexempt</u> unless proven to meet the exemption criteria**

# FLSA Provisions

4 PRIMARY EXEMPTIONS

Executive (supervisors/managers)

Administrative

Professional

Foreign

## Some Nonexempt Rules:

> ➢ Nonexempt employees may request compensatory time, but <u>cannot</u> be ordered to take it

> ➢ "Suffer or Permit" provision - Any work a nonexempt employee performs is counted as work:

>> – Supervisor need not order or authorize

>> – Sufficient that supervisor has reason to believe work was performed

>> – <u>Note:</u> Some travel/training time also considered hours of work

# FLSA Designations

❑ Always nonexempt
- ✓ Nonsupervisory GS-1 through GS-8
- ✓ NSPS Pay Bands 1 and 2 for Technician/Support positions
- ✓ Trainees
- ✓ WGs and WLs

❑ Other positions require application of FLSA exemption tests found in 5 CFR 551

# FLSA Determinations

Activity:

1. List 3-5 positions you supervise
2. Identify whether the positions are exempt or

   non-exempt from FLSA.
3. Share your responses with the class

# Classification Appeals

| EMPLOYEES MAY APPEAL: | | |
|---|---|---|
| Pay Plan               Pay Schedule<br>Grade or pay band | | |
| Title                 Occupational Series or Code<br>Supervisory Status | | |
| **EMPLOYEES MAY NOT APPEAL:** | | |
| Classification of a proposed position or one to which the employee is not officially assigned | | |
| Classification of a position to which an employee is detailed or temporarily promoted | | |
| Classification standards | | |
| **WHERE TO APPEAL** | | |
| GS and NSPS employees can appeal directly to OPM or to Civilian Personnel Management Service (CPMS) | | |
| FWS employees must appeal first to CPMS, then to OPM | | |

# Classification Review

You have learned:

- ❑ About 3 major pay systems
- ❑ Key job evaluation concepts
- ❑ There are 3 types of standards and guides
- ❑ There are 3 types of PD formats
- ❑ How to compare duties to classification criteria
- ❑ NSPS classification architecture
- ❑ What exempt and non-exempt means
- ❑ Classification appeals